

CHAPTER 1

Management and
Managers:
Yesterday, Today and
Tomorrow

Pamela S. Lewis
 Stephen H. Goodman
 Patricia M. Fandt

Slides Prepared by
 Zulema Seguel

© Copyright ©2004 by South-Western, a division of Thomson Learning.
 All rights reserved.

Management: The Classic Definition

The art of getting things done
 through people.

– Mary Parker Follet

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

Management: A Broader Definition

The process of administering and
 coordinating resources effectively,
 efficiently, and in an effort to achieve
 the goals of the organization.

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

Effectiveness vs. Efficiency

Effectiveness
“Doing the right thing.”

Efficiency
“Doing things right.”

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

Management Theory

- Leadership is about ...
- Leaders? vs Managers?

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

Organization?

An organization is a group of
individuals who work together
toward common goals.

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

Organizational Characteristics

- People
- Purpose

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

Four Management Functions



© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

Planning

Setting goals and defining the actions necessary to achieve those goals.

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

Organizing

The process of determining

- **the tasks to be done,**
- **who will do them, and**
- **how those tasks will be managed.**

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

Leading

Motivating and directing the members of the organization so that they contribute to the achievement of the goals of the organization.

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

Controlling

- **Monitoring performance**
- **Identifying deviations**
- **Taking corrective action**
- **Moving toward goals**

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

Managers

- Perform management functions
- Ensure goals are achieved

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

Mintzberg

- Interpersonal Roles
 - Figurehead
 - Leader
 - Liaison

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

Mintzberg

- Informational Roles
 - Monitor
 - Disseminator
 - Spokesperson

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

Mintzberg

- **Decisional Roles**
 - **Entrepreneur**
 - **Disturbance handler**
 - **Resource allocator**
 - **Negotiator**

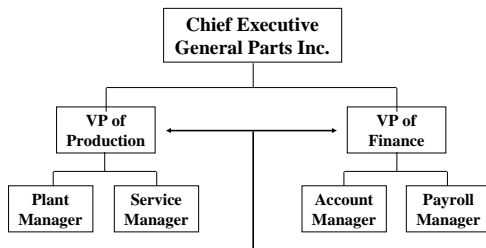
© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

Scope of Responsibility

- **Functional Managers**
- **General Managers**

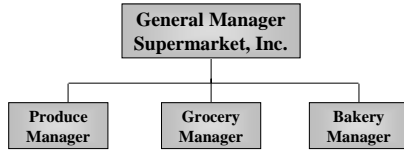
© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

Functional Manager



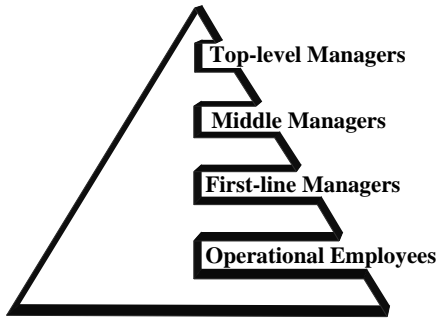
© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

General Manager



© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

Levels of Management



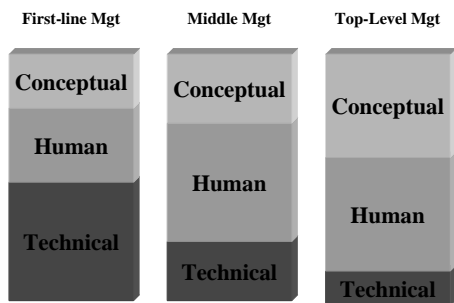
© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

Management Skills

- **Technical Skills**
- **Human Skills**
- **Conceptual Skills**

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

Skills & Levels of Management



© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

Hyperchange

- **Rapid**
- **Dramatic**
- **Complex**
- **Unpredictable**

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

The New Economy

- **Individual opportunity**
- **Ceaseless innovation**
- **Power of information and communication**

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

Environmental Trends

- **Info-Technology**
- **Globalization**
- **Entrepreneurial firms**
- **Intellectual capital**

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

Information Technology

- **The Internet**
- **Electronic commerce**
- **Mobile computing**

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

Globalization

International business environment

- **Complexity**
- **Environmental forces**

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

Entrepreneurial Firms

- New products
- Pressure on large firms
- Opportunities for others

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

Intellectual Capital

- Structural Capital
- Customer Capital
- Human Capital

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

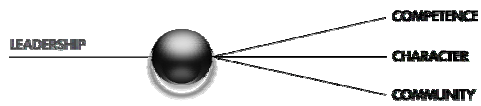
Organizational Changes

- Leadership
- Collaborative work relationships
- Workplace Diversity

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

A New Model of Leadership

The 3C's Model



© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

The 3C's Model of Leadership

- Competence
- Character
- Community

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

Collaborative Work Relationships

- Cross-functional Teams
- Self Managed Teams

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

Diversity in the Workplace

“Competitive Advantage”

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

A New Organizational Model

- **The Modular Corporation**
- **The Virtual Corporation**
- **The Network Corporation**

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

The New Manager / Leader Profile

- **The Boss**
- **The Structure**
- **The Employee**

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.

Tomorrow's Manager

- The communicator
- The coach
- The team player
- The tech-master
- The problem solver
- The ambassador
- The change agent
- The learner

© Copyright ©2004 by South-Western, a division of Thomson Learning. All rights reserved.
